

Recognition and Rewards:
An essential ingredient of the Transactional Leader

Executive Leadership

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed _____

Abstract

The problem is that the leadership of the Beckley Fire Department (BFD) has failed to adequately reward and recognize its employees for superior performance or career milestones. This negatively impacts firefighters in the performance of their duties to the citizens of Beckley, WV. The purpose of this research is to identify an environment in which the department leadership will acknowledge the work and efforts of its members in a positive manner. The descriptive research method will be utilized to answer the following research questions.

- What effect does acknowledging good performance and significant accomplishments have on an individual?
- What methods of recognition have been shown to be those that people value?
- What types of situations or occasions should be acknowledged?
- How have similar organizations recognized such circumstances and events?

The primary approach taken by this researcher will be to review available documents and literature pertaining to this subject. Other avenues that will be pursued to obtain additional information will be to send out surveys to members of the BFD, as well as to similar organizations.

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Introduction

The BFD, like most emergency response agencies, requires a number of resources in order to carry out its stated mission. Apparatus and communication equipment are but two examples of such resources. However, as has been touted numerous times by this organization's leadership, its employees are considered to be its most vital. So how has the BFD rewarded its members for a job well done? How are significant accomplishments recognized? Although efforts have been directed towards such events in the past, little planning or forethought has been directed towards them. Such efforts are essential to any such department and its workforce, but only if they are implemented in the proper manner. As Kinicki & Kreitner (2001) state, "rewards are an ever present and always controversial feature of organizational life" (p. 283).

The problem is that the leadership of the Beckley Fire Department has failed to adequately reward and recognize its employees for superior performance or career milestones. This negatively impacts firefighters in the performance of their duties to the citizens of Beckley, WV. The purpose of this research is to identify an environment in which the department leadership will acknowledge the work and efforts of its members in a positive manner.

The descriptive research method will be utilized for this project. Research questions included: What effect does acknowledging good performance and significant accomplishments have on an individual? What methods of recognition have been shown to be those that people value? What types of situations or occasions should be acknowledged? How have similar organizations recognized such circumstances and events? The primary approach taken by this researcher will be to review available documents and literature pertaining to this subject. Other

avenues that will be pursued to obtain additional information will be to send out surveys to members of the BFD and to other fire service organizations.

Background and Significance

The BFD is an all career fire department located in Southern West Virginia, comprised of 42 full time members. This organization provides various services to a community of approximately 20,000, covering a response area of some 13 square miles. Such services include all that would be expected of a modern, progressive emergency response agency, such as fire suppression, technical rescue and emergency medical services. In addition, the BFD has a fully staffed training division and fire prevention bureau. These specialized subdivisions have proven to be a tremendous asset, providing needed education, code enforcement and other services to both the community and department alike. However, focused training and pre-planning efforts are but two examples of the preparatory measures taken to better serve the public. Celebrating its 100 year anniversary in 2007, BFD members are not only a part of the organization, but an integral part of the community as well. Actively involved in all aspects of emergency and non-emergency issues, these professionals serve in an exemplary manner. Continuing to meet such demands and expectations is at the forefront of certain planning efforts being addressed by the department's leadership. They have acknowledged that a concerted effort must be made to adequately recognize and reward those personnel who serve in a professional manner on a daily basis. Such a program needs to make a positive impact on the lives of these members, the same type of impact that they make on lives of those in which they serve. Milas (1995) feels that not only should a recognition system offer incentives for improving quality and productivity, but more importantly, it should make a statement about what principles are important to the organization. It should provide insight into the values perceived by the company's management

as well.

The BFD has one recognized effort in this regard, their “Firefighter of the Year” award. This is a program that began in 1988 and is still in practice today. Currently, each of the four shifts are asked to submit a nomination for this award and provide a narrative concerning why they feel this particular member is deserving of the honor. A committee made up of representatives from the local chamber of commerce interviews these individuals and then notifies the fire chief of their decision. The previous year’s winner then presents the award to the chosen firefighter at the department’s Christmas party. The award, member’s photo and a letter highlighting their contributions to the department are publicly displayed at the central station over the next year. Although this program has generally been well received by the membership, there have been some who criticize the manner in which it is conducted or those who are chosen. Comments such as “we didn’t have anyone save a life this year, so no one deserves it” have been heard on more than one occasion. It is acknowledged that improvements do need to be made in this particular program to determine if it truly recognizes hard work and dedication in an appropriate manner.

Other attempts made to reward and recognize members within the BFD are a hit or miss proposition, where efforts are made on a random manner. As an example, when the fire chief feels that an individual has went above and beyond the call of their normal duties, he will send them a personal letter thanking them for their efforts and what it meant to the organization and the city as a whole. Although performed in an unstructured manner, these seem to have had a positive effect on the individuals who receive them. On more than one occasion, the recipient has expressed their gratitude to the chief and the encouraging impact it had on them.

The foundation of an effective recognition and rewards program must be built on a

system that the membership values and will be supported by all participants, both rank and file. A poor fit between two contrasting sets of needs, wants and values may have a detrimental effect on the practical results achieved by such a proposed plan and its participant's level of satisfaction. Thus, a rewards and recognition program should strive to reflect the current organizational culture, therefore, should always be in the process of improvement. Milas (1995) reinforces this notion, where he states that all recognition systems should be regularly monitored and modified to assure that its incentive value is still sensitive to the employees' needs. Although the current efforts put forth by the BFD in this regard are intended to promote enthusiasm and enhance the motivational climate in a positive manner, it is felt that it falls somewhat short in this regard. Therefore, the BFD's leadership would like to take the steps needed to enhance their current initiatives and build upon them in a pro-active manner. Such initiative was stressed throughout the Executive Fire Officer program, where emphasis was placed upon cultivating innovation and creativity in regards to the promotion of organizational success. This was reiterated in the Executive Leadership course and is the hallmark of what transactional leaders are. The Department of Homeland Security (2007) offers the following concerning this issue:

Such leaders recognize what it is people want from their work and try to see that they get what they want if their performance warrants it. They exchange rewards and promise to reward for performance, and are responsive to followers' immediate self-interests if they can be met by their getting the work done. (p. 3-7).

The management of the BFD is to be applauded for recognizing the need to address this issue, but certain challenges await them. One is the attitude of many within their agency who question the validity of such an initiative. Another is simply the fear of failure, especially in regards to the creativity needed to adequately meet all facets of such a broad-based effort. Perhaps the first step

in removing this fear of failure is to institutionalize a valued recognition and rewards system that is carried out in a manner that promotes many of the traditions and qualities that make the fire service such a unique entity. Like many public service agencies, the BFD has been forced to operate like a business, meeting the various demands and mandates forced upon it.

Unfortunately, the love of the job for many has been tainted because of this transformation.

Lasky (2006) admits that there is a business side to how a fire department operates, but feels that many need to return to some of the forgotten traditions of the past. He states, “if you want to know why you can’t get your guys to do something for you or can’t understand why they seem to have lost their love for the job, think in terms of traditions, not business” (p. 131). By doing so, the end result very well might be a rekindle of their love for the job. Such traditions have been a missing component of the BFD’s culture for some time now and its leadership recognize the need to include them as an essential ingredient in any viable reward and recognition program.

Literature Review

It has been acknowledged by many that despite unprecedented efforts to motivate employees, employee motivation is at an all-time low. Despite the enormous investment in rewards, recent studies show that the majority of hourly employees and managers in the United States report feeling under rewarded. The difficulty seems to lie in the inability for many to find equilibrium between the needs of the organization and those of the individual employee. Henry (2006) feels that satisfying employees can be a very interesting balancing act. Everything from salary to benefits to quality of supervision plays into the equation, with no single factor being a determining factor at any one time.

Obviously, those in the workplace have directed a great deal of time and effort towards this subject. Likewise, much has been written in the literary community concerning this topic as

well, as this researcher found no shortage of sources of information and opinions directed towards it. This writer will attempt to deliver a review of this information in logical manner, beginning with why rewarding and recognizing an employee is important. This will be followed by opinions concerning why certain efforts are successful and why others fail. Lastly, a review concerning various components of successful recognition programs will be offered.

It is a basic human need to feel wanted and appreciated, whether as a member of a family or that of a department. Speaking of the latter, a basic concern of employees is the need to feel that they are making a difference in the organization. Firefighters are certainly no different, and they need to know that they are needed as well. Bjornlund (1995) feels that if members are not told so in some form or fashion that their efforts are worthwhile, it will have a detrimental impact on their desire for continued improvement and production. People's motivation to increase their productivity on a task increases only when they have a challenging goal and receive feedback on their progress. As Kouzes & Posner (2002) explain, encouragement is a form of feedback, wonderful, personal feedback. In fact, their studies have determined that feedback is far more important to employees and far more importance should be placed upon it. They concluded that those who heard nothing about how well they did suffered as great a blow to their self-confidence as those who were criticized. It seems that well-managed fire departments take advantage of another human need: the desire to control one's own destiny. Henry (2006) states that psychologists have studied the need for self-determination in an area called *illusion of control*. He explains that this means that if people think they have even modest personal control over their destinies, they will persist at tasks. They try harder and become more committed to their jobs. Meyers (1996) highlights information determined by Fritz Heider, author of *The Attribution Theory*, where he concluded that people credit their behavior and successes toward

personal factors while blaming failures on systemic causes. This implies that when an agency experiences success, its members feel that their abilities and skills were vital in the overall outcome. Unfortunately, it seems that many take the exact opposite approach in dealing with their employees, based in large part to unfair judgments. Henry (2006) recalls one General Motors manager who noted, “Our control systems are designed under the apparent assumption that 90 percent of people are lazy and just waiting to lie, cheat, steal or otherwise screw us” (p.13). Unfortunately, this seems to be a common complaint among fire chiefs as well, where they perceive that firefighters just are not as motivated as they used to be. Syedain (1995) feels there is a tendency in the workplace to demoralize 95 percent of the work force who do act as adults by designing systems to cover the manager’s tails against the five percent who are really the troublemakers. This does not seem to be by design, but rather, can be attributed to the average supervisor’s lack of awareness concerning basic motivational techniques. Henry (2006) points out that concerning a recent survey conducted among managers, the following determinations were made: (a) almost half did not understand that people tend to repeat behavior that is rewarded, (b) almost 70 percent did not believe that finding a mutually satisfactory solution was a way to handle a grievance, and (c) almost 80 percent did not understand that performance reviews should be specific rather than general. It would seem that most fire chiefs are haunted by the ghosts of supervisors past. In other words, they treat subordinates as they were once treated. The time has come for those in supervisory roles to take the lead in formulating a reward and recognition program that is beneficial to all concerned. If managers expect their subordinates to fail, they probably will. Conversely, if the expectation is there that they will succeed; it will generally be a valid assumption. Leaders must treat people in a way that bolsters their self-confidence, making it possible for them to achieve more than they initially

believed possible of themselves. Kouzes & Posner (2002) relay the story of an employee who worked for such a believing a supportive supervisor in their book, *The Leadership Challenge*. In it, Carol Schweizer was quoted as saying “I think you always rise to expectations. When they ask me around here to do some things I’ve never done before...I think, gosh, I can try it. I bet I can do it. And I can” (p. 324). Steps must be taken to determine what components of such a program have proven to be successful and which ones should be avoided at all costs.

Beyond discussing why one should recognize their employees for their efforts, a great deal has been written from a broad perspective concerning the different types of rewards that exist. In essence, there are two broad categories of rewards, intrinsic and extrinsic. Intrinsic are those internal to the individual and normally derived from involvement in work activities. Extrinsic are those that are directly controlled and distributed by the organization. Byars & Rue (2003) offer the following examples concerning each classification in Table 1.

Table 1

Examples of Intrinsic and Extrinsic Rewards

Intrinsic Rewards	Extrinsic Rewards
Sense of achievement	Formal recognition
Feelings of accomplishment	Fringe benefits
Informal recognition	Incentive payments
Job satisfaction	Base wages
Personal growth	Promotion
Status	Social relationships

This is nothing new, as decades ago, behavioral scientists led by Frederick Herzberg conducted research into behavior motivation on the job. They classified their results into these same two categories, calling them satisfiers and motivators. As Hunter (2004) explains, satisfiers, also called maintenance factors, are those things that people must receive from their employer in order to expend even minimum effort on the job. He goes on to say that motivators are those factors that stimulate people to put out more energy, effort, and enthusiasm in doing their jobs. Though intrinsic and extrinsic awards are different, they are also closely related. Often, an extrinsic reward provides the recipient with intrinsic rewards. For example, an employee who receives an extrinsic reward in the form of a pay raise may also experience feelings of accomplishment (an intrinsic reward) by interpreting a pay raise as a sign of a job well done. Kreitner (2007) notes that employees often experience a psychological boost, in addition to reaping material benefits, when they complete a big project. Edwards (2004) relays the opinion of *Harvard Business School's* Abraham Zaleznik:

I think a paycheck buys you a baseline level of performance. But one thing that makes a good leader is the ability to offer people intrinsic rewards, the tremendous lift that comes from being aware of one's own talents and wanting to maximize them (p. 6).

In researching why recognition and rewards programs fail, there seems to be certain reasons why they fail and never achieve their intended purpose. First, is the excessive dependence on monetary rewards. Traditionally, organizations and employees have associated rewards with money. This is because money has been viewed as the common denominator of achievement. This is a frequent misconception, even held by a Navy captain commanding the USS Benfold. This individual was trying to contend with low morale issues concerning his recently assigned crew. Abrashoff (2002) made the following observation.

In reviewing exit surveys conducted by the military, I assumed that low pay would be the first reason, but in fact it was fifth. The top reason was not being treated with respect or dignity; second was being prevented from making an impact on the organization; third, not being listened to; and fourth, not being rewarded with more responsibility. Talk about an eye-opener (p, 13).

Money has serious motivational limitations, one of which is its limited staying power. Spitzer (1995) states that studies have shown that a pay or merit raise, on average, has a motivational impact of less than two weeks. Furthermore, while money may be a component of a reward system, excessive emphasis on financial rewards tends to create *money motivation* rather than *good work* motivation. When people are striving, they will often take the shortest and fastest route to maximize their financial gain, even if it means sacrificing quality. Under such conditions, the customer, citizen or service simply becomes a means to an end.

Another inadequacy is the lack of recognition value, which is, the extent to which recipients experience appreciation for their performance. Harrison (2007) has a strong opinion concerning this issue, and feels that the single most non-monetary gesture employees want from their organizations is recognition for work well done. In fact, he cites a survey where workers and supervisors were asked to rank a list of motivators from 1 to 10 in order of their importance to workers. The employees rated “appreciation for a job well done” as their number one motivator, whereas the supervisors rated it as number eight. The difference in perception is one of the major reasons that most employees feel under-rewarded at work.

This writer discovered that oftentimes, the wrong things are actually rewarded, falling short of their intended purposes. This does not seem to be anything that is intentionally implemented, but appears quite often. One of the most blatant examples in the corporate world is

rewarding free-spending managers with increased budgets the next year while those who are thrifty get their budgets cut. Another is allowing employees to exceed expectations by setting low goals and playing it safe. Spitzer (1995) feels that such scenarios get at the core of what a rewards and recognition program should be built upon and begs the question, "Do the rewards we are giving elicit the performance we want?"

Timing has been found to be an extremely important ingredient within such an initiative, but far too often, is not focused upon. Research is very clear on this matter: delay discounts any reward. Heathfield (2008) emphasizes that the recognition should occur as close to the performance of the actions as possible, so the recognition reinforces behavior the employer wants to encourage. Cicerone (2008) relays an experiment that was performed that illustrates this point. In one organization, employees were offered 100 dollars immediately or 500 dollars in one year for exemplary service. An overwhelming majority of employees chose the lesser amount, even though they could have increased their payout five fold. This is an example that reinforces the necessity of linking the reward with the action in a timely manner.

Another flaw in the manner in which employees are rewarded has to do with the generic nature in which they are treated. It should come as no surprise that people are different, and there is no question that today's workers are different from those but a generation ago. Consequently they require a more individualized approach to meeting their particular needs. Grant and Hoover (1994) state that fire officers need to be creative in their efforts to lead and stimulate their firefighters. They go on to stress that persons in such leadership roles must be familiar with those motivational theories that explain that what works in one situation may not work in another. It is essential to recognize the fact that when one approach is not working with a certain individual, it may be necessary to modify the technique or switch to another.

It should be stated that nothing has done more to undermine the effectiveness of reward and recognition efforts than the presence of demotivators. Syedain (1995) is of the opinion that a recognition scheme is unlikely to work in isolation with a disgruntled or demotivated workforce; rather, it must be part of a whole culture of valuing employees. These are the departmental policies and practices that frustrate employees and take away from the positive effects of any effort to positively motivate. From the average employee's perspective, the major demotivator in almost every reward system is unfairness. Spitzer (1996) believes this is because people tend to be more sensitive to what they are not receiving than to what they are. No matter what is being compared, employees find inconsistencies between what they receive and those of others in comparable jobs to be extremely demoralizing. Conversely, when all employees receive an incentive, regardless of their input or lack thereof, the same detrimental effect is seen. Unfortunately, this is an issue that affects many within the fire service, as a large number are governed by civil service guidelines. Such a framework dictates that all employees must be treated equally and very little latitude is given to supervisors to deviate from them.

Although much has been written as to why reward and recognition programs fail, numerous strategies have been developed to combat and address them in a way that accomplishes the overall objectives of such an initiative. One deals with the aforementioned dependence placed upon monetary rewards. Many companies do a good job of investing in programs centered upon bonuses, formal rewards and other such actions. However, there must be a recognition of the limitations of money and supplement it with more cost-effective measures. Harrison (2007) explains that small courtesies by definition are authentic, low cost, spontaneous, and require no elaborate planning or permission, so they are easy to use with frequency. In his book entitled, *The Manager's Book of Decencies*, Bob Nelson offers some guidelines for day-to-

day recognition. Nelson says that such acknowledgment should be: (a) soon; timing is important and praise should not be delayed (b) sincere; do it because you're truly appreciative, (c) specific; give details of the achievement, (d) personal; do it in person or on a handwritten note, (e) positive; don't mix in criticism (f) proactive; don't wait for perfect performance. These tips counteract many of the negatives discovered during this literature review and accomplish them with a simple, no-nonsense approach. Such motivators are only limited by one's imagination and can transform the entire work environment. They are also a great deal less expensive and are typically more effective at accomplishing the program's goals. There are endless ways that employee recognition can be provided. To be optimal, employee recognition should be designed to fit one's individual workplace, their culture and needs of the individuals involved.

So what are some of these simple, affordable ways of recognizing and rewarding employees? Hunter (2004) tells of an exhaustive study that was conducted at *Wichita State University* by management professor Gerald Graham to answer this very question. The first and easiest way discovered is so obvious, it is often overlooked. That is to say "thank you," preferably one-on-one and in front of peers. Griffith (2006) stresses that one of the most important lessons for management is to learn to express sincere appreciation and to celebrate an employee's successes on the job. Another suggestion is to rediscover the lost art of writing. In the electronic age in which we live, many would prefer to simply type out and send a quick e-mail. While this is certainly better than nothing, it falls short of the warmth and appeal of the written word. Peggy Noonan (2003), a speechwriter for former President Ronald Reagan, relays a touching story from her memoir, *What I Learned in the Revolution*. Ms. Noonan admired Reagan greatly from a distance as she wrote many of his speeches. Then, four months into her tenure, President Reagan wrote, "very good" on a draft that she had prepared for him. Though short and

simple, these words had a profound effect upon her. So much so that she cut out the words and taped the president's compliment on her blouse. The point is such words of thanks and encouragement are quite meaningful and long lasting. Other manners to express one's appreciation can be through public praise, promotion for performance and conducting morale-building meetings when the opportunities present themselves. Most would agree that these are all common sense, but not common practice. Hunter (2004) matched these findings with employee studies, and the results were quite startling. They showed that 58 percent seldom (if ever) are thanked by their manager for a job well done, 76 percent seldom (if ever) receive written thanks from their manager, 78 percent seldom (if ever) receive promotions based upon performance, 81 percent seldom (if ever) receive public praise in the workplace, and 92 percent seldom (if ever) participate in morale-building meetings. So what did Hunter conclude? "It appears that the techniques that have the greatest motivational impact are practiced the least, even though they are easier and less expensive to use" (p. 191).

In summary, this assessment concerning the writings and research of others stressed that recognizing and rewarding employees is not only a real human need, but can produce numerous positive dividends if implemented in the proper fashion. Tucker (1998) points out that acknowledgement of the contributions of an organization's personnel accentuate one's value. In turn it inflates their status within the group, and propels them to make greater strides towards accomplishing the agency's overall mission. Human beings have a deep yearning for meaning and purpose in their lives and will give back to organizations that assist them in meeting that need. Hunter (2004) relays the fact that through his exhaustive studies, employees have a subconscious question their leaders need to answer on a regular basis; "Are you glad I'm here?" This literature review highlighted a number of ways that anyone could implement to answer that

question in the affirmative. Most take very little time or funding, all they require is one to put forth the effort to implement them. As Cicerone (2007) concluded, I am constantly amazed at how motivating a 30 cent doughnut can be if it is given with sufficient appreciation. To truly appreciate someone is to recognize and reward them in an appropriate and ongoing manner.

Procedures

The proposed outcome of this research was to determine what effect acknowledging good performance and significant accomplishments has on an individual, what methods of recognition have been shown to be those that people value, what types of situations or occasions should be acknowledged and how have similar organizations recognized such circumstances and events. Such information was obtained through various means and this section will explain the various measures taken by the researcher to accomplish it.

A great deal of information was acquired via literature review. This step required the writer to seek out information from a number of sources, beginning with an exhaustive search at the National Fire Academy's Learning Resource Center on the subject of rewards, recognition and motivating one's employees in a positive manner. Similar searches were conducted at the Raleigh County Public Library, an institution located in the hometown of this writer. In addition, access was obtained through two other internet-based libraries, through Marshall and Mountain State Universities. Next, a broad-based search was performed utilizing the World Wide Web. As would be expected, this search produced a tremendous number of responses that required the researcher to disseminate what would positively impact the finished project.

A great deal of information was obtained through the use of surveys, where questions relevant to the researcher's subject were incorporated into an anonymous gathering tool. A web-based program under the trademark name of SurveyMonkey was utilized to design the format

and compile the data. The researcher chose to conduct two different surveys in an effort to solicit input from two different perspectives.

The first survey (Appendix A) was sent out on July 14, 2008 and was directed towards fire chiefs, those that serve as policy-makers within their organizations. A total of 78 surveys were distributed, with 48 of them completed and returned. The questions formulated were posed to solicit information concerning rewards and recognition programs within these identified agencies. Also, the information requested would provide the researcher with input from these administrators as to the success, or lack thereof, of these programs within their own departments. The questions asked were the following: (a) Does your department have a program or method that recognizes its employees for exemplary behavior and service? (b) If the answer to the first question is yes, in what manner is such recognition delivered? (c) Please provide details and examples concerning the method(s) in which your department utilizes? (d) Have these methods proven to be successful in positively motivating or rewarding your employees? (e) Please provide details concerning response to the previous question. (f) Does your department recognize the following career and departmental events in any manner? Hiring of new recruit. Promotion. Retirement. Placing/retiring apparatus into/from service. Other. (g) For any item checked in the previous question, please provide examples and information concerning each. (h) Please provide any additional information that you would like to offer concerning this topic?

The second survey (Appendix B) was sent out on November 18, 2008 and was directed towards the members of the BFD. Although many of the questions asked in the first survey were repeated to some degree, they were customized to address issues pertinent to their own department. Out of 40 surveys distributed, 15 members returned them. The questions asked in this survey were the following: (a) What components should a departmental rewards and

recognition program possess that would make it both meaningful to the individual and accomplish such a program's objectives? (b) In considering the BFD's current "Firefighter of the Year" award, offer your opinion concerning it and in what way it can be enhanced and improved upon? (c) Please provide other suggestions of how BFD members could be rewarded for their efforts and the criteria for such recognition. (d) Please provide your thoughts concerning how the following events could be recognized and celebrated. Swearing in of new hiree. Accomplishment of initial recruit training. Promotion. Retirement. Placing apparatus into service. Other. (e) Please provide any other information that you would like to offer concerning a departmental rewards and recognition program.

Limitations and Assumptions

As it is with any such project, time is a limiting factor, especially in reference to the time limitations imposed by the National Fire Academy as it relates to applied research. Numerous demands and commitments placed upon the researcher forced him to prioritize and schedule accordingly.

Other limitations dealt with the surveys themselves. Although an attempt was made to solicit the opinions and input of a broad audience both inside and outside the BFD, only a certain number responded. Therefore, the limited number of surveys completed may not be an accurate representation of the test group as a whole. This is a weakness seen in similar types of information gathering, where only a representative view of the targeted audience is received. However, one must discount this fact to a degree and utilize the data that is obtained in such an endeavor. Another limitation dealing with the surveys concerned the types of questions asked, and thus, the answers given. A great many of the queries were open ended, where the opinions of those surveyed were just that; opinions. Consequently, there was no ability to glean credible

comparative data or other such assessments as might be seen in other types of more structured tools of analysis. An assumption made by this writer is that the BFD respondents answered the survey questions honestly and their motivation in doing so was to alter or change the manner in which employees are rewarded in a positive manner. As with any instance where opinions are solicited, there is the opportunity for those who might be disenchanted with the current state of affairs to color their remarks in accordance with their own viewpoint. But then again, opinions are what are being solicited and one must consider them valid, whether of a positive or negative perspective.

Results

What effect does acknowledging good performance and significant accomplishments have on an individual? The information obtained from various sources state that numerous effects are produced when an employee is recognized and rewarded for their accomplishments, all of them of a positive nature. First, this is an avenue to notify individuals that their efforts are not only acknowledged, but also appreciated. This was identified as a basic human need, one which produces numerous dividends. People's motivation to increase their productivity on a given task increases when they have a goal that is challenging and receive adequate feedback on their progress. Another effect concerns an individual's need for self-control over their life and the decisions they make. Studies performed by a number of psychologists validated the need for such self-determination and put forth why it is so important. Simply put, if people think they have even modest personal control over their destinies, they will persist at tasks. They try harder and become more committed to their jobs. Another effect of a reward and recognition program is that it strengthens an employee's self-confidence, making it possible for them to achieve more than they initially believed possible of themselves. Such motivators stimulate them to put out more

energy, effort, and enthusiasm in doing their jobs. In summary, the effects of appropriately rewarding and recognizing the efforts of an employee are numerous, positively affecting both the individual and the organization that employs them.

What methods of recognition have been shown to be those that people value? First, this research determined that what many suppose to be a viable method of recognition, mainly money, does not accomplish its intended purposes. Rather, it was found that authentic, low cost and spontaneous methods of acknowledging one's efforts are far more effective. These included a heart-felt thank you, a pat on the back, public praise in front of one's peers, or a written note identifying an employee's impact on an organization's bottom line or mission. A number of other components should be present in order to make such methods of recognition as successful as possible. (a) They should be delivered in a timely fashion, where any delay may have a detrimental impact. (b) They should be offered in a sincere manner reflecting the giver's true appreciation. (c) They should be specific as possible, where details of the achievement must be stressed and highlighted. (d) They should also be proactive, not waiting for perfect performance before offering deserved praise and gratitude. Much of this information was reiterated by the responses received in a survey conducted with members of the BFD (Annex B). Specifically, the members were asked what components should a departmental rewards and recognition program possess that would make it both meaningful to the individual and accomplish such a program's objectives? Overwhelmingly, the survey indicated that frequent recognition for a job well done, directly proportional to the amount of negative criticism or discipline put forth out, was a must. A letter of recognition, notification of a job well done, an e-mail or letter of appreciation and media recognition were some of the suggestions offered. It was also stressed that the BFD does not need to think in grand and big terms in order to achieve such a program's goals. One member

stated the following (BFD Employee Survey, 2008):

“I suggest that simple recognition be utilized first. We should just start small with a genuine smile, a random act of kindness, an appreciative attitude, an ounce of pride, a pound of humility, and a gentleman's concern for the well-being of one's subordinates. Then it will be easy to convert our morale from pessimistic resistance to, in time, optimistic willful compliance” (Question 5).

All sources supported the notion that simple, authentic, genuine methods of recognition are those that people truly value.

What types of situations or occasions should be acknowledged? In essence, the sky is the limit as to the actions that might trigger an employee being recognized in an appropriate manner. These could range from simply putting forth an honest effort in accordance with one's job description to meeting a deadline concerning a program or project. However, it was discovered that one must be careful not to make such acknowledgements an everyday occurrence or where everyone receives the same praise in a generic fashion. If a program rewards and/or recognizes a person for everything, it negates the purpose of such initiative. Many members of the BFD felt that the first step was for the department to decide on the criteria or event that would trigger certain types of recognition. In other words, what constitutes above and beyond service? Certainly, saving a life would constitute such recognition, but there should also be citations for issues such as public relations, fire safety education, safety on the job, safe driving practices and the like. In essence, this would be an issue for an organization and all of its members to decide in a collaborative fashion. In addition to the efforts put forth by employees on a daily basis, there are those milestones that occur during their career that should also be acknowledged. This was identified as a major component within the fire service, where traditions are so rich within this

profession and affect it in a number of ways. Ceremonies promote pride in the fire service as a whole and provide an avenue for developing a true love for the job. Such observances should begin at the start of one's career and continue through their retirement. From the initial swearing in ceremony of a new recruit, to career advancements and promotions, to the time when they leave active duty, each one should be recognized in a professional and respectful manner. There are also examples that affect departments, such as when a piece of apparatus is placed into or is taken out of service that should be considered as well. In summary, events that impact a department's personnel, equipment or facilities in the manners described should be acknowledged.

How have similar organizations recognized such circumstances and events? The researcher forwarded a survey (Annex A) to approximately 75 fire chiefs located across the nation, with 48 responding. The survey consisted of eight questions and solicited information concerning reward and recognition programs that might be in place within their own organizations. Question 1 asked "Does your department have a program or method that recognizes its employees for exemplary behavior and service?" Out of those that responded, 72.3 percent stated that they did. It was interesting to note that of those that did have such a program, 82.4 percent of them were non-monetary in nature. Question 3 asked for details and examples concerning the types of occasions in which their department recognizes and rewards their employees. Many of the responses dealt with identifying members within their department who went above and beyond the call of duty. Criteria is established by various boards and committees within their agencies or community and publicized within their membership. Table 2 provided some of the response information in regards to this particular question.

Table 2

Methods of Recognizing Employees for Exemplary Service

Program or award	Manner of recognition
"Firefighter of the Year" award.	Individual receives plaque and preferred parking spot for a year. Another department gives recipient commemorative fire axe. The presentation is a public event sponsored by the Chamber of Commerce.
Chief's commendation award for heroic events	Individual receives plaque and letter of recognition.
"Axe Award"	Sticker for their helmet (similar to NCAA football decals) and a certificate of service that is placed in their personnel file.
Life safety award	Medal of valor
Day to day recognition	Certifications and challenge coins as appropriate
Annual awards banquet	Certificates, plaques and trophies presented for various categories: firefighter, company officer, fire chiefs award, etc. length of service pins, best and bravest and employee of the year
STAR program- All supervisors have the ability to recognize outstanding service and issue Star Points	Employee can use to purchase products like t-shirts, pens, movie tickets and the like.
Employee and supervisor of the month awards.	Awards banquet, letters (cards from chief), certificates, award (uniform ribbons).
Departmental awards program.	Six to seven different categories of awards that are determined by vote of the awards committee. Awards range from medals for valor to certificates for exceptional performance.
Awards for leadership in risk reduction and health and safety "caught being good" articles in department magazine.	Non-cash rewards such as dinner-gift vouchers.
"Outside" safety service of the year award and an "internal" firefighter of the year award.	Pins, certificates, etc.

Question 7 asked if their departments recognized a number of other different types of events or occasions that impacted their agencies and personnel. Information and data were gleaned from a

cross-section of the responses received and is offered in the Table 3.

Table 3

Recognition Efforts Concerning Career Milestones and Departmental Events

Event	Percent of respondents who have such a program	Comments
Hiring of new recruit	65.1 %	<p>*Recognized at a city council meeting with a small dinner afterwards.</p> <p>*Academy fire commission event for completing recruit training.</p> <p>*Formal swearing in ceremony at city hall for new recruits and for promotions. Dress uniforms are worn, families are invited and cake and coffee is served.</p> <p>*Recruit graduation and promotion with political figures, county administrative staff, and family. Broadcast on county cable channel.</p> <p>*All new employees are recognized at a village board meeting where they are sworn in by the mayor and a family member is invited to pin their badge.</p> <p>*New recruit promotions have a promotional ceremony with an oath of office taken before the membership and family members.</p>
Promotion	93.0 %	<p>*Recognized during a council meeting.</p> <p>*Chief goes to the newly promoted individual's duty station on and personally delivers their new badge and collar brass.</p>
Retirement	83.7 %	*Party where retirees are

		recognized for their service. *Yearly retirement party. *A retiree recognition and employee appreciation dinner in April for all employees and retirees and their spouses. Retiring employee is presented with a mounted bugle for officers and an acrylic flame award for firefighters. *Ceremony is held with gifts being presented to the retiree(s).
Placing/retiring apparatus into service	20.9 %	*Retire apparatus with department chaplain. *Retirees have the option of a formal dinner ceremony or a departmental drop in.
Other	11.6 %	*20 yr and up service is formally recognized by the city council through proclamation and presentation of the key to the city. *The board recognizes 5 year anniversary dates. *City of ***** has a newsletter that recognizes the events and accomplishments of our members.

Discussion

The respondents in the departmental survey mirrored the literature review findings that people desire to be acknowledged by their professional peers and supervisors. Previously in this document, it was stated by Kouzes & Posner (2002) that encouragement is a form of feedback and their studies determined that feedback is far more important to employees than many think, thus, a great deal of importance should be placed upon it. Therefore, the leadership of the BFD should develop plans to reward and recognize their employees accordingly; as such efforts would produce numerous dividends in the future. For instance, the level of satisfaction of its members

within the workplaces would be elevated to a newfound level. As Hunter (2004) explained, such satisfiers must be given to employees on a regular basis in order for them to expend even minimum effort on the job. To that end, a great deal of information was discovered by this writer concerning the forms in which such satisfiers can take place and which ones have proven to be the most successful.

First, money was found to have serious motivational limitations, one of which is its limited staying power. Spitzer (1995) stated that studies have shown that a pay or merit raise has a very short time frame in regards to its motivational impact. Furthermore, while money may be a component of a reward system, excessive emphasis on financial rewards tends to create *money motivation* rather than *good work* motivation. Many organizations, including the BFD, are precluded from utilizing such funding to support a reward and recognition system. In fact, the survey sent to numerous fire chiefs across the nation discovered that an overwhelming amount (82.4 percent) of their recognition programs were non-monetary in nature. However, this research determined the fact that authentic, low cost and spontaneous methods of acknowledging one's efforts are far more effective in accomplishing the goals and objectives of such an initiative. Harrison (2007) stated in the book, *The Manager's Book of Decencies*, that such acknowledgment should be soon, sincere, specific, personal, positive and proactive. Numerous examples were given by the research performed by those discovered by this writer. Griffith (2006) stressed that management must learn to say thank you and to celebrate an employee's various successes on the job. These can be performed verbally, in a handwritten note, or in a host of other ways. Such methods were reiterated by the BFD, where one member suggested that such a program should start small. Simply put, begin with a genuine smile, a random act of kindness,

and a gentleman's concern for the well-being of one's subordinates. Then it will be easy to convert our morale from pessimistic resistance to, in time, optimistic willful compliance.

If the goal of the BFD is to positively change the way they reward and recognize their employees, this research can offer credible input and insight. The preferred organizational structure in today's culture is built on intrinsic motivation, and the transactional leader must recognize this fact. To institutionalize this mode of thinking within this department and those personnel that make it up, the fear of failure must be eliminated by acknowledging the efforts and contributions of their members. While it may not always prove to be successful, such attempts on behalf of the leadership will make the value of their organization's most important resource more apparent.

Recommendations

Due to the various efforts required concerning this research project, it is obvious that rewarding and recognizing employees for their hard work and dedication should be a vital ingredient in the day to day operations of any organization. It was also apparent to this writer that the members of the BFD have a tremendous desire for such acknowledgment of their contributions to the department and the community in which they serve. While the current established award is for the most part well received and supported, the efforts put forth by this department are limited and do not adequately address the specific needs of its membership. Considering this information, the researcher puts forth the following recommendations:

- Formulate a *Recognition and Awards Committee*, made up representatives from all facets of the BFD, regardless of rank or tenure within the organization. It is further recommended that this body truly serve as the voice for the membership of the BFD in this regard. This will be the mechanism in which the desires of the membership

concerning this issue are made known to those who can carry them out; namely, the leadership of the department.

- The aforementioned committee should formulate policies concerning the Firefighter of the Year award and any other established forms of recognition, offering details of each and the criteria in which the recipient will be chosen. In addition, attention should be focused upon those other events discussed in this paper; such as the hiring of a new recruit, promotions, and retirements to ensure that they are acknowledged in a proper manner.
- Assistance should be sought from International Association of Firefighters Local 795, the association representing the membership of the BFD. This group was instrumental in recognizing the efforts of its retirees in years past and their support would prove to be worthwhile in any such future initiative.
- Input and support should also be solicited from outside the current membership of the BFD as well. This would include retirees, member's families, as well as representatives from the community at large (civic groups, church organizations, etc.).
- There needs to be a broad-based effort to reward and recognize in a more frequent and less formal manner as well. Therefore, efforts should be put forth to educate all members, especially the officers of the BFD, to carry out such actions in a more liberal and meaningful fashion.
- Such efforts should include symbolism and traditions that are oriented with the fire service whenever possible and appropriate.
- All rewards and recognition efforts should be linked with, and therefore support, the mission and vision of the BFD.

Although many may feel that a job and paycheck are all that is needed to motivate an individual, studies and real-world experiences would say otherwise. The challenge is to educate our current and future decision-makers that viable recognition and rewards are an essential ingredient of the transactional leader.

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Appendix A

Survey Soliciting Information from Fire Chiefs

Concerning Recognition and Rewards Programs

Questions

Question 1. Does your department have a program or method that recognizes its employees for exemplary behavior and service?

Question 2. If the answer to Question 1 is yes, in what manner is such recognition delivered?

Question 3. Please provide details and examples concerning the method(s) in which your department utilizes?

Question 4. Have these methods proven to be successful in positively motivating or rewarding your employees?

Question 5. Please provide details concerning response to Question 4.

Question 6. Does your department recognize the following career and departmental events in any manner?

Question 7. For any item checked in Question 4, please provide examples and information concerning each.

Question 8. Please provide any additional information that you would like to offer concerning this topic?

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Reward and Recognition Survey [Edit Title](#)

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[collect responses](#)

[analyze results](#)

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Response Summary

Total Started Survey: 48

Total Completed Survey: 48 (100%)

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Page: Default Section

1. Does your department have a program or method that recognizes its employees for exemplary behavior and service?


		Response Percent	Response Count
Yes	<input type="text"/>	72.3%	34
No	<input type="text"/>	27.7%	13
<i>answered question</i>			47
<i>skipped question</i>			1

2. If the answer to Question 1 is yes, in what manner is such recognition delivered?

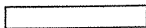

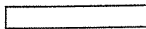
		Response Percent	Response Count
Monetary	<input type="text"/>	5.9%	2
Non-Monetary	<input type="text"/>	82.4%	28
Both	<input type="text"/>	14.7%	5
<i>answered question</i>			34
<i>skipped question</i>			14

3. Please provide details and examples concerning the method(s) in which your department utilizes?


Response
Count

 view	34
answered question	34
skipped question	14

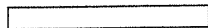
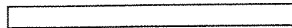
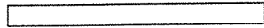


4. Have these methods proven to be successful in positively motivating or rewarding your employees?


	Response Percent	Response Count
Yes 	45.7%	16
No 	8.6%	3
Somewhat 	45.7%	16
answered question		35
skipped question		13


5. Please provide details concerning response to Question 4.

	Response Count
 view	30
answered question	30
skipped question	18

6. Does your department recognize the following career and departmental events in any manner?

	Response Percent	Response Count
Hiring of new recruit 	65.1%	28
Promotion 	93.0%	40
Retirement 	83.7%	36
Placing/retiring apparatus into/from service 	20.9%	9
Other 	11.6%	5
answered question		43
skipped question		5

7. For any item checked in Question 4, please provide examples and information concerning each.	
	Response Count
 view	34
<i>answered question</i>	34
<i>skipped question</i>	14

8. Please provide any additional information that you would like to offer concerning this topic?	
	Response Count
 view	15
<i>answered question</i>	15
<i>skipped question</i>	33












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	Comment Text	Response Date
 Find	1. We have different awards and presentations that are made during public meetings. Examples include Department Firefighter of the year (individual receives plaque, and preferred parking spot for a year), Chief's Commendation Award for heroic events (individual receives plaque and letter), and also medals of valor, etc.	Tue, 9/16/08 9:49 PM
 Find	2. Firefighter of the year certificate and pen.	Thu, 9/11/08 9:46 PM
 Find	3. Each year members of our department are asked to submit a name, along with achievements, to be recognized as Firefighter of the Year. A review committee, consisting of Chief Officers and firefighters select the Firefighter of the year. The presentation is a public event sponsored by the Chamber of Commerce.	Mon, 9/8/08 12:11 PM
 Find	4. we have the "axe award", which includes a sticker for thier helmet (similar to NCAA football decals)and a certificate of service that is placed in thier personnel file.	Tue, 9/2/08 10:25 AM
 Find	5. We have a matrix that allows anyone to author a comm. It is then reviewed by a standing panel who assigns the award. It covers doing ones job well to almost dying during a rescue.	Thu, 8/28/08 12:23 PM
 Find	6. We have a Firefighter of the Year Award (annually).	Wed, 8/27/08 12:49 PM
 Find	7. certificates only	Wed, 8/27/08 9:30 AM
 Find	8. County wide recognition which may include a bounus or a certficate and the Division will hold a ceromony and give out awards or/and ribbons.	Wed, 8/27/08 7:25 AM
 Find	9. Awards and Certificates, Presentations before City Council.	Wed, 8/27/08 6:45 AM
 Find	10. We have an "outside" safety service of the year award and an "internal" FF/PM of the year award. It is not given every year and the winner is nominated by fellow employees and then chosen by a committee of stakeholders.	Tue, 8/26/08 3:36 PM
10 responses per page 		











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Comment Text		Response Date
 Find	11. Recognition can be anything from a commendation certificate to a medal or service bar recognizing service above and beyond the call of duty.	Tue, 8/26/08 11:28 AM
 Find	12. Awards banquet, letters (cards from Chief), certificates, award (uniform ribbons)	Tue, 8/26/08 8:48 AM
 Find	13. Each year we have two bonuses that can be awarded for accomplishments above and beyond the normal work. Two are nominated and sent to the City Manager and he sends out a \$500.00 bonus with a letter to them for outstanding performance above and beyond the call of duty.	Tue, 8/26/08 8:42 AM
 Find	14. Written awards	Mon, 8/25/08 3:54 PM
 Find	15. We have two incentives: 1. An educational incentive where we recognize firefighters for specific training accomplishments and give them an annual bonus from now on as long as they maintain the training. i.e. Paramedics receive \$5000.00 every 6 months, EMT receive \$2500.00 every 6 months. EFO's receive \$500.00 every year, CFO's \$400.00/year and so on. We have about \$16,000.00/year that we can pay out per person for recognition. 2. We have a Life Saving Award where we publicly recognize individuals (Firefighters) at our City Council Meetings and they receive a Plaque, a citation bar and a \$250.00 check for saving someones life. We extended this over to our Police as well and trained them in CPR, put AED's on their vehicles along with jump kits and encourage them to save lives as well. We have already recognized 2 Police Officers since we started this program a year ago.	Mon, 8/25/08 1:54 PM
 Find	16. Certifications and challenge coins for day to day recognition as appropriate; Annual awards banquet with certificates, plaques and trophies various categories: firefighter, company officer, fire chiefs award, etc.	Mon, 8/25/08 1:35 PM
 Find	17. Firefighter of the Year Award -- The fire chief looks back on the year to see who stood out throughout the year..	Mon, 8/25/08 1:04 PM
 Find	18. Personnel are recognized due to actions considered exemplary or above and beyond. Those receiving awards are brought before the Village board and are presented certificates as well as commendation ribbons to be worn on their dress uniforms.	Mon, 8/25/08 11:51 AM
 Find	19. We have awards for several ranks and positions. We also recognize people for the years of service. We also reward the winners of some awards with trips to conferences and fire schools.	Mon, 8/25/08 11:32 AM
 Find	20. length of service pins (ceremony also), best and bravest (ceremony also) employee of the year	Mon, 8/25/08 10:49 AM
		10 responses per page











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	Comment Text	Response Date
 Find	21. Annual awards ceremony which recognizes operational and non-operational exemplary behavior.	Mon, 8/25/08 9:24 AM
 Find	22. We have a program the entire County uses called the STAR program. All supervisors have the ability to recognize outstanding service and issue Star Points which the employee can use to purchase products like t shirts, pens, movie tickets and the like. We also have an employee and supervisor of the month award.	Mon, 8/25/08 8:43 AM
 Find	23. Uniform Ribbons and Certificate	Mon, 8/25/08 8:43 AM
 Find	24. plaques or certificates of recognition given during city events such as council meetings or other events.	Mon, 8/25/08 8:13 AM
 Find	25. Various awards within the organization have rewards both monetary and/or symbolic. For instance we use uniform service pins as well as savings bonds and or cash to reward Distinguished Service.	Mon, 8/25/08 8:01 AM
 Find	26. Merit raise even if it is not their anniversary. It can not put them over the top of their scale.	Mon, 8/25/08 7:45 AM
 Find	27. We have a departmental awards program that has 6-7 different categories of awards that are determined by vote of the awards committee. Awards range from medals for valor to certificates for exceptional performance.	Sun, 8/24/08 9:35 AM
 Find	28. Non cash rewards such as dinner-gift vouchers Awards for leadership in risk reduction and health and safety "caught being good" articles in department magazine	Sun, 8/24/08 3:56 AM
 Find	29. Challenge coins, award ribbons, excellence awards, plaques, gift cards.	Sun, 8/24/08 12:28 AM
 Find	30. unit or individual citation award	Sat, 8/23/08 8:27 PM
10 responses per page		

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Comment Text		Response Date
 Find	31. FF of the year selected by their peers.	Sat, 8/23/08 8:25 PM
 Find	32. We give out a firefighter of the year award which is a fire axe and also coins if they do something above and beyond. We also give out medals for saves.	Sat, 8/23/08 5:48 PM
 Find	33. Certificates, plaques, medals	Sat, 8/23/08 4:16 PM
 Find	34. Periodic fire department banquets.	Sat, 8/23/08 3:51 PM
		10 responses per page 












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Comment Text		Response Date
 Find	1. Recognition is always good for motivation, especially in a public setting.	Tue, 9/16/08 9:49 PM
 Find	2. It might motivate one or two. The rest of the department could care less.	Thu, 9/11/08 9:46 PM
 Find	3. same as 3	Thu, 8/28/08 12:23 PM
 Find	4. Some employees take it seriously and others don't.	Wed, 8/27/08 12:49 PM
 Find	5. recently started the program	Wed, 8/27/08 9:30 AM
 Find	6. I don't believe our personnel go out of their way looking for the rewards. The ones that usually get the rewards are the ones that are willing to put the extra effort forward.	Wed, 8/27/08 7:25 AM
 Find	7. Most would like to have sometype of montary reward but provisions in the pay structure don't permit.	Wed, 8/27/08 6:45 AM
 Find	8. The guys enjoy the awards and show alot of pride in the receipt of them.	Tue, 8/26/08 11:28 AM
 Find	9. The awards banquet recognized individual and unit excellance. Letters from the public are published in Department newsletter. Hand written notes from senior staff on good jobs. uniform awards for cardiac saves and/or service.	Tue, 8/26/08 8:48 AM
 Find	10. The men know they are being watched for work out of the normal day to day work and once a year it is reviewed and tasks are getting done that in the past were left for others to do.	Tue, 8/26/08 8:42 AM
		10 responses per page 












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	Comment Text	Response Date
 Find	11. Sometimes, those not receiving awards have a bad attitude concerning both the awards and recepents.	Mon, 8/25/08 3:54 PM
 Find	12. The results though positive are not far reaching and sustained for long periods; participation in the annual awards banquet needs improvement.	Mon, 8/25/08 1:35 PM
 Find	13. Most guys don't try to strive any harder to recieve the award. It normally is awarded for a particular happening or event.	Mon, 8/25/08 1:04 PM
 Find	14. This program has been rated very positively by department employees	Mon, 8/25/08 11:51 AM
 Find	15. It has become a tradition for our members to set out at the beginning of year to try to win these awards.	Mon, 8/25/08 11:32 AM
 Find	16. The feed back from employees and family member that attend is that the recognition is important- not the pib or award.	Mon, 8/25/08 10:49 AM
 Find	17. The department has an awards committee which reviews requests for operational and non-operational exemplary behavior. Critiera must be meet in order for an award to be given. Process has proven to be very successful.	Mon, 8/25/08 9:24 AM
 Find	18. It is difficult to qualify something like this. Everyone like the recognition but the actual benfits are difficult to determine.	Mon, 8/25/08 8:43 AM
 Find	19. we tried it serval years ago but it did not work in our dept. at that time.	Mon, 8/25/08 8:28 AM
 Find	20. it does give the employee base the realization that their deeds do not go unnoticed.	Mon, 8/25/08 8:13 AM
10 responses per page 		












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	Comment Text	Response Date
 Find	21. The awards program is very well received by the membership and is a source of pride and accomplishment within the organization.	Mon, 8/25/08 8:01 AM
 Find	22. There is only so many a department is allowed to grant so it gets crowded and most get discouraged.	Mon, 8/25/08 7:45 AM
 Find	23. Since this is peer selection and award based, instead of the me just presenting awards, the members of the department understand the uniqueness of the awards and appreciate them even more when decided by their peers.	Sun, 8/24/08 9:35 AM
 Find	24. they are very much appreciated if not overdone	Sun, 8/24/08 3:56 AM
 Find	25. I don't think they do things in the hopes of getting an award.	Sun, 8/24/08 12:28 AM
 Find	26. Depends on what the award was for if they feel motivated or consider it just and at a boy	Sat, 8/23/08 8:27 PM
 Find	27. Fire Fighters are Fire Fighters, the cream comes to the top. I have never seen anything that can make a bad egg good. The ones that are good eggs, like you and I would do it for free. Recognition, is just a little icing on the cake.	Sat, 8/23/08 8:25 PM
 Find	28. Unfortunately, many of the guys don't take it seriously. They look at it as a joke.	Sat, 8/23/08 5:48 PM
 Find	29. We hear 'they're just doing thier jobs - that's nothing special' until we don't recognize them!!!	Sat, 8/23/08 4:16 PM
 Find	30. Not done on a regular basis. No specific criteria for awards.	Sat, 8/23/08 3:51 PM
10 responses per page 		











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	Comment Text	Response Date
 Find	1. Both are recognized at a City Council meeting with a small dinner afterwards.	Tue, 9/16/08 9:49 PM
 Find	2. No ceremonies of retiring apparatus.	Thu, 9/11/08 9:46 PM
 Find	3. All individuals promoted are recognized during a Council meeting. Each year our department has a retirement party where retirees are recognized for their service.	Mon, 9/8/08 12:11 PM
 Find	4. Formal graduation from the academy police and fire commission event for promo and retire Apparatus is with Chaplain and at the company level	Thu, 8/28/08 12:23 PM
 Find	5. We conduct a formal swearing in ceremony at City Hall for new recruits and for promotions. Dress uniforms are worn, families are invited and cake and coffee is served. Fore retirement, a similar ceremony is held, with gifts also being presented to the retiree(s).	Wed, 8/27/08 12:49 PM
 Find	6. See the answer to q. 5	Wed, 8/27/08 6:45 AM
 Find	7. Recruit School Graduation Ceremony Promotional Ceremony Retirement Reception	Tue, 8/26/08 5:06 PM
 Find	8. We have a yearly retirement party	Tue, 8/26/08 3:36 PM
 Find	9. Formal ceremonies for each.	Tue, 8/26/08 11:28 AM
 Find	10. Recruit Graduation and promotion with Political figures, County Administrative Staff, and family. Broadcast on County cable channel. Retirement gift, recognition in Department and County newsletters.	Tue, 8/26/08 8:48 AM

10 responses per page











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Comment Text		Response Date
 Find	11. We try to have a small presentation for promotions and for finishing probation. Usually have the mayor make presentations along with family & friends.	Mon, 8/25/08 10:41 PM
 Find	12. New hire banquet at graduation, retirement coffees and then the promotions to the new rank	Mon, 8/25/08 3:54 PM
 Find	13. We have an informal promotion reception. For retirees we have a dinner and awards ceremony based on years of service. Additionally, 20 yr and up service is formally recognized by the city council through proclamation and presentation of the key to the city.	Mon, 8/25/08 2:16 PM
 Find	14. Promotional ceremonies for all ranks; Retirement receptions and opening or closing ceremonies for fire stations.	Mon, 8/25/08 1:35 PM
 Find	15. We use the local media to get the word out.	Mon, 8/25/08 1:04 PM
 Find	16. Hiring: All new employees are recognized at a Village Board meeting where they are sworn in by the Mayor and a family member is invited to pin their badge. A cake and coffee reception is held at the headquarters fire station following. Promotions: Handled the same as new hires at Village Board Meeting with cake and coffee following. Retirement: All village employees are invited to a reception held at Village Hall in honor of the employee. Fire Chief, Mayor and Village Manager speak about the employee, retirement badge and their helmet is presented and all present are invited to come forward and speak. The Union also holds a formal dinner and retirement party for all department members (union members or not). This party is a formal celebration with dinner, dancing and a presentation of gifts.	Mon, 8/25/08 11:51 AM
 Find	17. Recruits - academy graduation Promotion- yearly event retirement- annual retirement dinner	Mon, 8/25/08 10:49 AM
 Find	18. New recruits that are hired are introduced before city council. New promotions have a promotional ceremony with an oath of office taken before the membership and family members. Retirees have the option of a formal dinner ceremony or a departmental drop in.	Mon, 8/25/08 10:14 AM
 Find	19. Department conducts a promotional and retirement ceremony approximately twice a year. Also, at the end of each recruit school, the recruit class has a graduation ceremony. This may happen 3 - 4 times a year.	Mon, 8/25/08 9:24 AM
 Find	20. We hold our promotional ceremony at the same time we graduate our new recruits from their orientation. The Board recognizes 5 year anniversary dates.	Mon, 8/25/08 8:43 AM
		10 responses per page












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Comment Text		Response Date
 Find	21. Recognition at formal City Commission meeting and Press release to local paper	Mon, 8/25/08 8:43 AM
 Find	22. Promotion - A memo notification to all employees and a letter to the promoted officer. Retirement - A retiree recognition and employee appreciation dinner in April for all employees and retirees and their spouses. We present the retiring employee with a mounted bugle for officers and an acrylic flame for firefighters.	Mon, 8/25/08 8:37 AM
 Find	23. promotion; is a salary increase retirement; a gift up to \$500	Mon, 8/25/08 8:28 AM
 Find	24. the City of Wheeling has a news letter the recognizes the events and others as well.	Mon, 8/25/08 8:13 AM
 Find	25. We have established both formal and informal procedures for each of the items listed.	Mon, 8/25/08 8:01 AM
 Find	26. We have a large graduation ceremony and family day for cadets. We hold a promotion ceremony and invite the department to participate at the ceremony. Retirements are more private but the department recognizes the person via radio and letter.	Mon, 8/25/08 7:45 AM
 Find	27. We have had two graduation ceremonies for our last two classes that completed our 10 week recruit training. And as for promotions, our Chief goes to the newly promoted individuals duty station on their first day and personally delivers their new badge and collar brass- but that is the extent of it.	Sun, 8/24/08 9:08 PM
 Find	28. We have formal ceremonies for all three events, including food, invitation of relatives, and formal recognition for the years of service or the significant event.	Sun, 8/24/08 9:35 AM
 Find	29. department magazine article profile on each new promotion Department presentation to retiring staff	Sun, 8/24/08 3:56 AM
 Find	30. Swearing-in/promotional ceremony. Retirement celebration.	Sun, 8/24/08 12:28 AM
		10 responses per page 












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Comment Text	Response Date
 Find 1. It's always nice to be recognized. We don't do it enough in the Fire Service. Some might think we do it, but it comes down to how it is done and the perception of others of how it is done.	Tue, 9/16/08 9:49 PM
 Find 2. We do the ceremonies once per year. We found success making it a very formal dress and dinner. The dinners are free for the employee and spouse.	Thu, 9/11/08 9:46 PM
 Find 3. Our system has worked well. If you want a copy of the poicy and matric email me and I'll send it to you mhaarter@kenoshafire.org	Thu, 8/28/08 12:23 PM
 Find 4. It seems harder to motivate employees now more than ever before.	Mon, 8/25/08 10:41 PM
 Find 5. Awards are easy to do and recognizes excellence.	Mon, 8/25/08 3:54 PM
 Find 6. We are in process of instituting an awards and recognigtion system. We envision a banquet to regognize awardees and new hires and retirees. Our awards system is going to be pattered after the military. We are also looking to regognize new hires and officer promotions through pinning ceromonies at city council.	Mon, 8/25/08 2:16 PM
 Find 7. Feel free to call me for any additional info. Dennis Ham 678-614-3869 Sandy Springs Fire Rescue	Mon, 8/25/08 1:54 PM
 Find 8. I'll email you our policy on awaqrd ceremony and protocal committee later today.	Mon, 8/25/08 10:49 AM
 Find 9. Each organization should have a process for recognizing members who provide exemplary service both internally and externally.	Mon, 8/25/08 9:24 AM
 Find 10. The awards and member recognition program is an intergal part of our internal customer service program.	Mon, 8/25/08 8:01 AM
10 responses per page 	







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	Comment Text	Response Date
 Find	11. None at this time.	Mon, 8/25/08 7:45 AM
 Find	12. None	Sun, 8/24/08 9:35 AM
 Find	13. This is something I would like to see improved in our department is recognition for a job well done, not just the favorite pets.	Sat, 8/23/08 8:27 PM
 Find	14. Good luck with your survey. Jeff H.	Sat, 8/23/08 8:25 PM
 Find	15. In the past, if staff was not satisfied with personnel recommended for awards, they would give the awards to whomever they thought deserved it. Many felt that awards were meaningless. The last two scheduled awards banquets were cancelled due to lack of interest.	Sat, 8/23/08 3:51 PM
10 responses per page 		

Appendix B

Survey Soliciting Information from BFD Members

Concerning Recognition and Rewards Programs

Questions

Question 1. What components should a departmental rewards and recognition program possess that would make it both meaningful to the individual and accomplish such a program's objectives?

Question 2. In considering our current "Firefighter of the Year" award, offer your opinion concerning it and in what way it can be enhanced and improved upon??

Question 3. Please provide other suggestions of how BFD members could be rewarded for their efforts and the criteria for such recognition.

Question 4. Please provide your thoughts concerning how the following events could be recognized and celebrated.

- Swearing in of new hiree
- Accomplishment of initial recruit training
- Promotion
- Retirement
- Placing new apparatus into service
- Other

Question 5. Please provide any other information that you would like to offer concerning a departmental rewards and recognition program.



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survey title:

Reward and Recognition Survey-BFD [Edit Title](#) | [design survey](#) | [collect responses](#) | [analyze results](#)

View Summary

Browse Responses

Filter Responses

Crosstab Responses

Download Responses

Share Responses

current report: Default Report [Add Report](#)

Response Summary

Total Started Survey: 15
Total Completed Survey: 15 (100%)

Page: Default Section

1. What components should a departmental rewards and recognition program possess that would make it both meaningful to the individual and accomplish such a program's objectives?

	Response Count
view	13
answered question	13
skipped question	2

2. In considering our current "Firefighter of the Year" award, offer your opinion concerning it and in what way it can be enhanced and improved upon?

	Response Count
view	15
answered question	15
skipped question	0

3. Please provide other suggestions of how BFD members could be rewarded for their efforts and the criteria for such recognition.

	Response Count
view	14
answered question	14

<i>skipped question</i>				1																																				
<p>4. Please provide your thoughts concerning how the following events could be recognized and celebrated.</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 50%;"></th> <th style="width: 10%; text-align: center;">Response Percent</th> <th style="width: 10%; text-align: center;">Response Count</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><input type="button" value="view"/></td> <td>Swearing in of new hiree <div style="width: 150px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div></td> <td style="text-align: center;">85.7%</td> <td style="text-align: center;">12</td> </tr> <tr> <td style="text-align: center;"><input type="button" value="view"/></td> <td>Accomplishment of initial recruit training <div style="width: 140px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div></td> <td style="text-align: center;">78.6%</td> <td style="text-align: center;">11</td> </tr> <tr> <td style="text-align: center;"><input type="button" value="view"/></td> <td>Promotion <div style="width: 130px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div></td> <td style="text-align: center;">71.4%</td> <td style="text-align: center;">10</td> </tr> <tr> <td style="text-align: center;"><input type="button" value="view"/></td> <td>Retirement <div style="width: 165px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div></td> <td style="text-align: center;">92.9%</td> <td style="text-align: center;">13</td> </tr> <tr> <td style="text-align: center;"><input type="button" value="view"/></td> <td>Placing new apparatus into service <div style="width: 140px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div></td> <td style="text-align: center;">78.6%</td> <td style="text-align: center;">11</td> </tr> <tr> <td style="text-align: center;"><input type="button" value="view"/></td> <td>Other <div style="width: 50px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div></td> <td style="text-align: center;">28.6%</td> <td style="text-align: center;">4</td> </tr> <tr> <td colspan="3" style="text-align: right;"><i>answered question</i></td> <td style="text-align: center;">14</td> </tr> <tr> <td colspan="3" style="text-align: right;"><i>skipped question</i></td> <td style="text-align: center;">1</td> </tr> </tbody> </table>							Response Percent	Response Count	<input type="button" value="view"/>	Swearing in of new hiree <div style="width: 150px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div>	85.7%	12	<input type="button" value="view"/>	Accomplishment of initial recruit training <div style="width: 140px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div>	78.6%	11	<input type="button" value="view"/>	Promotion <div style="width: 130px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div>	71.4%	10	<input type="button" value="view"/>	Retirement <div style="width: 165px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div>	92.9%	13	<input type="button" value="view"/>	Placing new apparatus into service <div style="width: 140px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div>	78.6%	11	<input type="button" value="view"/>	Other <div style="width: 50px; height: 15px; background-color: #ccc; border: 1px solid #000; margin-top: 5px;"></div>	28.6%	4	<i>answered question</i>			14	<i>skipped question</i>			1
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	Comment Text	Response Date
 Find	1. Letters of recog. Public relations. Safety. Training.	Fri, 12/12/08 1:01 PM
 Find	2. 1. A statement of what the action/s would merit an award. (i.e. responded to second alarm cold weather and worked hard.) 2. Letter of commendation or certificate of appreciation. 3. Not one person but three to decide on award. (Shift commander, Shift Lieutenant & Chief) 4. Not the same person all the time. If they win firefighter of the year they don't need to get an award in addition. 5. Command award for officers.	Tue, 12/2/08 9:48 AM
 Find	3. Frequent Recognition for a job well done, directly proportional to the amount of negative criticism or discipline. A program that is encompassed in a single "Firefighter of the Year" award misses the whole point. This award should be the Apex of proper and adequate recognition program that encourages members and improves the moral of the department.	Mon, 12/1/08 11:33 PM
 Find	4. Reward for saving a life for individual firefighter(s). Also unit citations if appropriate. Public relations, Fire safety education, safety on the job, safe driving.	Wed, 11/26/08 4:48 PM
 Find	5. Since we are a civil service organization, and not much can be provided in terms of incentives (bonus pay, extra time off, etc) public verbal and/or written recognition for a job well done can go a long way. However, if some sort of incentive can be provided for outstanding performance, I think employees would strive to do more than just the "basic requirements" of the job.	Tue, 11/25/08 7:12 PM
 Find	6. People do things because they want to, not because of a "carrot and stick" process. Some achievements cannot be measured by a calendar, so the recognition should be for the process and on-going contributions as well as single outstanding ones.	Tue, 11/25/08 2:24 PM
 Find	7. What are the objectives that R & R program is trying to accomplish? Obviously, we would want to fulfill the objectives while considering the benefit to the people that would benefit from it. Will we as members have an input on the objectives?	Fri, 11/21/08 12:19 PM
 Find	8. A basic "standard" needs to be met. If you reward and/or recognize a person for everything, you negate the purpose of such programs.	Fri, 11/21/08 10:11 AM
 Find	9. Recognition/reward should be based on some derived criteria or definition - "going above normal work duties and responsibilities", or "attaining training and education levels beyond what's expected", etc. The recognition/reward should be timely and match the effort.	Thu, 11/20/08 2:48 PM
 Find	10. A lifesaver award. It's fair and everyone has an equal chance at it if they are willing to pull their hands out of their pockets. A "making a difference display" in the front foyer. At the Captains Meeting, have the Captains choose one of the men who have done something "above and beyond" what's expected. Have a new one whenever the Captains feel someone's done something special. Put a picture, brief bio, and description of what they've done. It's not totally embarrassing to the men and the public sees that there are some "everyday heroes" that work there. Letters of commendation. They mean more than what most people would admit. Say "thank you" more. Don't ever forget to tell the guys "good job" after a fire or big incident. If you weren't there say, "I heard you guys did a good job". Without that, a critique just feels like criticism. At the end of the year buy the guys a mug or knife or something to say "thanks for another good of service".	Wed, 11/19/08 12:03 PM

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Comment Text	Response Date
 Find 11. Have something that can make a member feel as though what they accomplished will not be forgotten next week, such as a large plaque with name, date, etc. Also, having something that could be kept personally, such as a smaller plaque and a pin of some type that would signify the winning of the reward/recognition. These would be nice things that might persuade members to strive to attain a goal.	Wed, 11/19/08 11:54 AM
 Find 12. I don't know if there could actually be specific "components" to a "Firefighter of the Year" award due to the rank structure within the department. For example, you may have a FFFC that not only did his job but put forth that extra effort in doing the little things that some of his fellow firefighters wouldn't do. While he didn't have the opportunity for some heroic deed, he put forth effort in not only doing his job to the best of his ability, but he also did extra things for the good of the department and his fellow firefighters. Then you may have a Lt. that is an "ok" leader but is a better "buddy" to his men. This in itself would encourage his shift members to nominate him. I do feel that there should be some type of criteria to meet for this award. However, the "bar" shouldn't be set at a point where there would be no one to meet it for a given year nor too low that an individual would be nominated for just showing up for work. It would be my recommendation that if we honestly looked at the award, this individual would have taken it upon himself to work for the good of the department and not himself.	Wed, 11/19/08 9:07 AM
 Find 13. A vague approach to the criteria allows different persons to be nominated for rewards....There may not be any specific reasons in a given year that would suggest that person be nominated, but his co-workers may just feel that his overall service to the department merits the recognition.	Tue, 11/18/08 4:53 PM
10 responses per page 	

QUESTION #2











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	Comment Text	Response Date
 Find	1. Members on the Dept. should be the ones to determine who gets it.	Fri, 12/12/08 1:01 PM
 Find	2. I think the members of the department should vote on the ffoy I think it would mean much more to me to be voted ffoy by my fellow workers than by people who have no idea what goes on at the f.d.	Fri, 12/5/08 9:32 AM
 Find	3. 1. Make a list of prior winners. 2. Try to have shift choice from own shift. If everyone choices same person that is nice but it removes the outside sponser agency the choice of picking the winner. 3. Give criteria for what it means. Some years it seems to be a popularity contest. Tough Leadership is a quality ignored. (ie Jeff Tolliver was probably not even considered by his shift but has grown tremendously this past year and stepped up on hard issues.)	Tue, 12/2/08 9:48 AM
 Find	4. It should be handled in house by majority vote. It should be limited to non-officer employees. Officers are responsible for maintaining positive moral in their subordinates. Officers should have their own program.	Mon, 12/1/08 11:33 PM
 Find	5. I'm in favor of "out-side agency".The biggest problem I see is fear of failure that is an unwilling ness to be nominated a second time, maybe awarding each nominee a smaller plaque would help.	Wed, 11/26/08 4:48 PM
 Find	6. FF of the Year is a good program. Again, extra perks to directly benefit the recipient might make it more of a competition that folks would want to strive to win.	Tue, 11/25/08 7:12 PM
 Find	7. Firefighter of the year is good. An improvement would be candidates nominated and then voted on by the department, with the top 2 or 3 then going to the interview process.	Tue, 11/25/08 2:24 PM
 Find	8. I am not sure there is any way to improve this program. The shifts and staff are all allowed to nominate a candidate. The Chamber of Commerce performs the interviews and makes the final decision. By using this agency any favoritism should be a mute point. It would seem that the program is working correctly. Any "gifts" to the recipient could constitute an ethical issue.	Fri, 11/21/08 12:19 PM
 Find	9. See #1 above. "Standards", such as time in service, saving a life, always coming back on fires...ect. Without standards, it's nothing more than a popularity contest.	Fri, 11/21/08 10:11 AM
 Find	10. It seems to me that a "one-time, end of the year" type of approach fails to recognize the many "smaller" accomplishments put forth by so many throughout the year.	Thu, 11/20/08 2:48 PM
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QUESTION #2







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	Comment Text	Response Date
 Find	11. To ensure a buy-in, let the men vote for ff of the year. The Chamber of Commerce does not know the impact a man has at the fire department. Having been through the interview, I felt like the guys who really deserved it never had a chance. Those guys aren't the kind to toot their own horn. All of the Chamber of Commerce questions were "what have you...?" The truly selfless, humble guys like Blevins and Cowger don't see what they do as anything special. It may occasionally become a popularity contest, but at least it would be our popularity contest. The men are pretty good at doing the right thing if given a chance.	Wed, 11/19/08 12:03 PM
 Find	12. I think it is a good program. I think that previous winners should be able to win multiple times due to the fact that if they are working really hard and doing things "above and beyond" why should they be limited to winning once? I also think that the nominations should be made by the LT's, CPT's, and the Chief (no one voting for themself of course). Once again I think that it would be nice to give the winning member a pin of some sort that could be worn on the members dress shirt that identifies them as FFOY "2000 whatever"	Wed, 11/19/08 11:54 AM
 Find	13. I for one, found it quite an honor to be nominated. Had I received the award it would have been even more an honor just because of the Chamber picking me. I think the format now is good. I like the idea of being nominated by my peers then being judged by a panel that is outside the department which eliminates any bias towards a particular person.	Wed, 11/19/08 9:07 AM
 Find	14. Instead of an outside agency evaluating who should merit this award, I think individual ballots should be cast....This lets the recipient know that it was the majority of his co-workers that bestowed this recognition upon him/her. Being recognized by them is worth far more than a panel of persons that you do not work with.	Tue, 11/18/08 4:53 PM
 Find	15. I like the way it works now.	Tue, 11/18/08 4:21 PM
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QUESTION #3











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	Comment Text	Response Date
 Find	1. A letter of recognition. I think superior officers should have the power to recommend subordinates for such a letter to a 3 person committee (chief, 8rh cpt, shift cpt)	Fri, 12/12/08 1:01 PM
 Find	2. I liked the plaques that were giving out a few years ago. But you need to be careful of not giving out so many that it becomes a everyday occurence	Fri, 12/5/08 9:32 AM
 Find	3. 1. Time off reward. 2-4 hr. EO 2. Gift certificate to restaurant. (even get it donated) 3. Some type of symbol to wear. Maybe on helmet for a month for recognition. Even a sticker like football players in college wear on helmets for accomplishments/milestone. 4. Years of service pins. Heroic effort medal. 5. Notification of job well done. Email/letter of appreciation. 6. Trophy case recognition. Media recognition. (don't know how Green got an interview with news paper, who I think is a semi-loser)	Tue, 12/2/08 9:48 AM
 Find	4. Days off for special achievements. Simple appreciation for extra effort, like buying coveralls for mechanics who work hard to save the Department money and provide safe equipment for all of us, instead of telling them to use their overtime earnings to buy their own. Our administration should decide what "efforts" need to be recognized, perhaps fighting fire, performing EMS or simply unlocking a car with a professional attitude is more valuable to the organization than any one event or single accomplishment. I suggest simple recognition first. Sometimes when we respond to calls things go wrong and sometimes they go right. We always have a "Critique" after the bad, what do you do for the good ? Nothing. Why not buy the shift a dinner? Rent them a movie? Tell the men you appreciate a job well done. If you do.	Mon, 12/1/08 11:33 PM
 Find	5. Years in service,community service, Honor Guard.	Wed, 11/26/08 4:48 PM
 Find	6. none	Tue, 11/25/08 7:12 PM
 Find	7. First you must decide on the criteria that triggers an award recognition. Then you can determine what is worthy of awards. What constitutes above and beyond service, is it a single heroic event or a series of small events that helps the department, or both. Rewards are difficult, raises or bonuses are difficult because of civil service, EO time might work and an commerative award of some type would be good.	Tue, 11/25/08 2:24 PM
 Find	8. Any rewards would have to follow guidelines for ethical practices. I would hope that any program could be fully utilized while staying within the rules and regulations. Some random thoughts would be fire related items like gloves, rechargeable flashlights, duffel or travel bag, maybe even time off with pay or EO time.	Fri, 11/21/08 12:19 PM
 Find	9. Perhaps the city could come up with a recognition program where pins, patches, or medals could be awarded on a quarterly basis to those meeting a specified criteria. I can't say what that criteria would look like, but I'm sure a group of "thinkers" could come up with something. Possibly tie it to achieving required monthly training, going beyond the monthly required training, establish goals for acheivement and meeting/exceeding those goals. Some rewards might be tied to getting special treatment while on shift or something.	Thu, 11/20/08 2:48 PM
 Find	10. see above	Wed, 11/19/08 12:03 PM

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QUESTION #3






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	Comment Text	Response Date
 Find	11. Have the FFOY ride on a float in the next parade after getting the award :)	Wed, 11/19/08 11:54 AM
 Find	12. I don't know exactly what the rewards are now for the Firefighter of the Year. Maybe if the particulars of the rewards that the individual receives were know beforehand it might help not only enlighten the members on what exactly they are or would be receiving, but if the rewards are substantial enough, (as many are dirven by stuff, whatever it may be) these "goodies" that they receive by winning may stick in the back of their mind throughout the year and give them an incentive to put forth that extra effort to build their resume of the past year so that when nominated they would have a better chance of winning over someone that was just a "good firefighter" the past year.	Wed, 11/19/08 9:07 AM
 Find	13. If it is legally possible, since we can't do merit raises per civil service laws, rewarding an individual with some EO time may be an option.	Tue, 11/18/08 4:53 PM
 Find	14. less "busy work"	Tue, 11/18/08 4:21 PM
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	Comment Text	Response Date
 Find	1. The cake and ice cream was nice recently. Try to have shift captains present. And eight hour personnel.	Tue, 12/2/08 9:48 AM
 Find	2. Not with cake and ice cream	Mon, 12/1/08 11:33 PM
 Find	3. Invite their family,contact media,tour firehouse.	Wed, 11/26/08 4:48 PM
 Find	4. Special meal or some sort of gathering to allow them to mingle and interact with other dept members.	Tue, 11/25/08 7:12 PM
 Find	5. Invite family and have the department present and have an informal orientation with the hiree and his family that day.	Tue, 11/25/08 2:24 PM
 Find	6. This event should be hyped up to the max. Newspaper articles and full department involvement should be utilized. The last promotion / new hire are a good start. The families should be involved if at all possible.	Fri, 11/21/08 12:19 PM
 Find	7. What we do is fine.	Fri, 11/21/08 10:11 AM
 Find	8. I think we do fairly well in this area at the actual event. Maybe we could plan a dinner at the firehouse for the individuals and their families the night of the swearing in.	Thu, 11/20/08 2:48 PM
 Find	9. Keep it at council chambers. Get a list of family members who will attend. You send them a formal invitation. Have a small 30 minute reception at city council chambers. Tell the crowd that if these men work hard and do what's expected that they're invited back in 12 weeks(?) for the shield presentation.	Wed, 11/19/08 12:03 PM
 Find	10. I think more members would attend these functions if it happened at the Firehouse. Their swearing in photo would look much better infront of an Engine	Wed, 11/19/08 11:54 AM
 Find	11. See other	Wed, 11/19/08 9:07 AM
 Find	12. Media coverage possibly	Tue, 11/18/08 4:53 PM
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Comment Text		Response Date
 Find	1. let them go to shift	Mon, 12/1/08 11:33 PM
 Find	2. Have their assigned shift take them to dinner.	Wed, 11/26/08 4:48 PM
 Find	3. Certificate of achievement or other way to mark the accomplishment.	Tue, 11/25/08 7:12 PM
 Find	4. Lunch with the chief, training officers and the prospective shifts of the recruits.	Tue, 11/25/08 2:24 PM
 Find	5. Again this event should be hyped up to the max. Newspaper articles and full department involvement should be utilized. The last promotion / new hire are a good start. The families should be involved if at all possible.	Fri, 11/21/08 12:19 PM
 Find	6. Take the new recruits to breakfast or lunch, or a small party.	Fri, 11/21/08 10:11 AM
 Find	7. Write up in the paper. Recruit cooks for the shift.	Thu, 11/20/08 2:48 PM
 Find	8. Present the recruit their helmet front. It's not a piece of PPE, make that helmet front something they have to earn. Involve the bell somehow.	Wed, 11/19/08 12:03 PM
 Find	9. Some type of small party/get together that all members could attend	Wed, 11/19/08 11:54 AM
 Find	10. See other	Wed, 11/19/08 9:07 AM
 Find	11. I can remember being treated to lunch, but I do not know if this was provided by the department or if it was just a nice jesture from Chief Bragg.	Tue, 11/18/08 4:53 PM
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







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	Comment Text	Response Date
 Find	1. Reward them with pay, celebrate with a day off.	Mon, 12/1/08 11:33 PM
 Find	2. Media ,have family at ceremony,have food at firehouse	Wed, 11/26/08 4:48 PM
 Find	3. Meal or dept gathering to mark the event.	Tue, 11/25/08 7:12 PM
 Find	4. Family and department invited with a reception afterward.	Tue, 11/25/08 2:24 PM
 Find	5. This event should be hyped up to the max. Newspaper articles and full department involvement should be utilized. The last promotion / new hire are a good start. The families should be involved if at all possible.	Fri, 11/21/08 12:19 PM
 Find	6. What we do is fine	Fri, 11/21/08 10:11 AM
 Find	7. Similar to what we did for Stu's promotion.	Thu, 11/20/08 2:48 PM
 Find	8. Same as the swearing in of new hiree's with the addition of the party/get together	Wed, 11/19/08 11:54 AM
 Find	9. See other	Wed, 11/19/08 9:07 AM
 Find	10. This is more of a personal goal that has been attained, and is rewarding to the individual without a great deal of other events. Addressing the rank differential to mirror the added level of responsibility would be a very positive recognition. The rank differential has not been adjusted for many years.	Tue, 11/18/08 4:53 PM
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	Comment Text	Response Date
 Find	1. a ad in the newspaper thanking them for their years of service	Fri, 12/5/08 9:32 AM
 Find	2. Shift dinner on the Department's dime.	Mon, 12/1/08 11:33 PM
 Find	3. Award retiree, contact media, Union should have dinner.	Wed, 11/26/08 4:48 PM
 Find	4. Plaque or award noting years of service.	Tue, 11/25/08 7:12 PM
 Find	5. Department dinner with an award to the retiree and fellowship.	Tue, 11/25/08 2:24 PM
 Find	6. Again this event should be hyped up to the max. Newspaper articles and full department involvement should be utilized. The last promotion / new hire are a good start. The families should be involved if at all possible.	Fri, 11/21/08 12:19 PM
 Find	7. At least a little party.	Fri, 11/21/08 10:11 AM
 Find	8. Go back to what we used to do for all the retiree's with a banquet covering those who retired during the year.	Thu, 11/20/08 2:48 PM
 Find	9. I don't know how you fund it, but do it up nice.	Wed, 11/19/08 12:03 PM
 Find	10. I think if someone has spent 20 yrs, sometimes more, of their life serving the City of Beckley there should be a nice dinner of some sort and they should get something like a nice jacket that identifies them as a BFD Retiree	Wed, 11/19/08 11:54 AM
 Find	11. See other	Wed, 11/19/08 9:07 AM
 Find	12. Profile article in local newspaper	Tue, 11/18/08 4:53 PM
 Find	13. I definately think something more should be done. however, I don't know what to suggest.	Tue, 11/18/08 4:21 PM
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	Comment Text	Response Date
 Find	1. Recognized the men who done the leg work, not the figure head.	Mon, 12/1/08 11:33 PM
 Find	2. Have City govt.,media ,food at firehouse.	Wed, 11/26/08 4:48 PM
 Find	3. none	Tue, 11/25/08 7:12 PM
 Find	4. Reception with the public and recognition of the political leadership that made the acquisition possible.	Tue, 11/25/08 2:24 PM
 Find	5. Again this event should be hyped up to the max. Newspaper articles and full department involvement should be utilized. Some traditions of old may be revived. Chief Rick Laskey of Lewisville, TX has some good ideas on all of these areas.	Fri, 11/21/08 12:19 PM
 Find	6. What we do is fine.	Fri, 11/21/08 10:11 AM
 Find	7. I believe we are doing fairly well here. Maybe give more recognition to those "truck committee" members who do much of the work.	Thu, 11/20/08 2:48 PM
 Find	8. It's handled well now. I think it would be nice to drive it in a parade or two after the "Ceremony" so that the average citizen can see what their taxes are paying for	Wed, 11/19/08 11:54 AM
 Find	9. See other	Wed, 11/19/08 9:07 AM
 Find	10. Not sure that this merits special recognition unless it is a specialty vehicle that is added to our fleet. Apparatus are expected to be replaced and kept up to date. This would possibly allow more funds and effort to be put in the above categories which may merit the recognition more.	Tue, 11/18/08 4:53 PM
 Find	11. advise the news so they can bring it to the public's attention so they see that we are bettering our department and they will benefit.	Tue, 11/18/08 4:21 PM
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	Comment Text	Response Date
 Find	1. Funerals should get high priority to all who qualify.	Wed, 11/26/08 4:48 PM
 Find	2. none	Tue, 11/25/08 7:12 PM
 Find	3. Anything we do should be mindful of the history and traditions of our organization. The 100 year celebration of the dept. was a good example and something that I was personally proud to be apart of. The dinner, the slideshow, and the hardcover book were very nicely done.	Fri, 11/21/08 12:19 PM
 Find	4. I think we do a good job in these events. Our relationship with the media is a good one and I feel that we use it to let the public know what is going on with "their" department. I like the idea that we do now of having a small social for these events. While some may think of it as childish, I think that the coming together of the membership in anyway for any event is good. Anytime we can come together as a single body, it further strengthens the bonds within this body and allows it to become stronger as a single unit.	Wed, 11/19/08 9:07 AM
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	Comment Text	Response Date
 Find	1. Don't think so grand and big. Start small with a genuine smile, a random act of kindness, an appreciative attitude, an ounce of pride and a pound of humility, and a gentleman's concern for the well-being of your subordinates. Then it will be easy to convert our morale from pessimistic resistance to, in time, optimistic willful compliance.	Mon, 12/1/08 11:33 PM
 Find	2. none	Tue, 11/25/08 7:12 PM
 Find	3. It should be consistent, and unbiased.	Tue, 11/25/08 2:24 PM
 Find	4. We need to look at the college hours for the fire dept members. Police dept. gets it and we are both covered by civil service. We need to find any and every way to help our personnel. Anything we could do to benefit our members both personally and professionally would be beneficial to the morale and the overall well being of our organization.	Fri, 11/21/08 12:19 PM
 Find	5. May not be the right place, but, I feel that the way we do promotions is WRONG. The person with the highest score, who studied, and may have even overcome seniority has to either take an 8 hr. job or go to the bottom of the list. There is no direct route to promotions that are on shift. This does a great disservice to the Beckley Fire Department. Promoting off the bottom, or near bottom of the list is a joke. The citizens of Beckley deserve the best person for the job.	Fri, 11/21/08 10:11 AM
 Find	6. I believe recognition/reward needs to happen more often than once a year. On the other hand, it can be done too often and the effect you hope for gets watered down.	Thu, 11/20/08 2:48 PM
 Find	7. I think that if you're willing to put in the time to do "extra things" that the rest of the Department are not required to do, but someone has to, life/work around the station should be easier, instead of harder. Not saying that you shouldn't still do your job, but just being able to have fun while working could be really rewarding. Maybe then members would actually enjoy doing their work and volunteer for more extra stuff because they wouldn't seem so miserable while they're here and just counting down the minutes until they can go home. I realize that this is a job, and as such, most jobs are not meant to be fun. But, I also realize that this is not like other jobs and we should be more like a family than individuals. Not just from shift to shift but across the entire department. I think then we would have that rare "fun job". I know when I got hired, that was one of the things that I was looking forward to the most, a job that I could work hard at, but have fun while doing it. I think that would be recognition enough for most.	Wed, 11/19/08 11:54 AM
 Find	8. I feel that the "Firefighter of the Year" award is a good one. While some may think of it as some un-important piece of wood with engraving on it, I would find it as an accomplishment for the department itself...not in as much for the individual. The department itself has found it necessary to give recognition to an individual that went above and beyond what is asked of them. The department chose to give them this recognition for their efforts. To me, this a departmental award not unlike a promotion. The individual has earned this recognition because of what they did for the department and not for themself. Some may not see it like that. As I stated before, if the particulars of the award itself were known, then the different individuals MIGHT put forth the additional effort FOR the department. That effort FOR the department would EARN them this recognition.	Wed, 11/19/08 9:07 AM

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